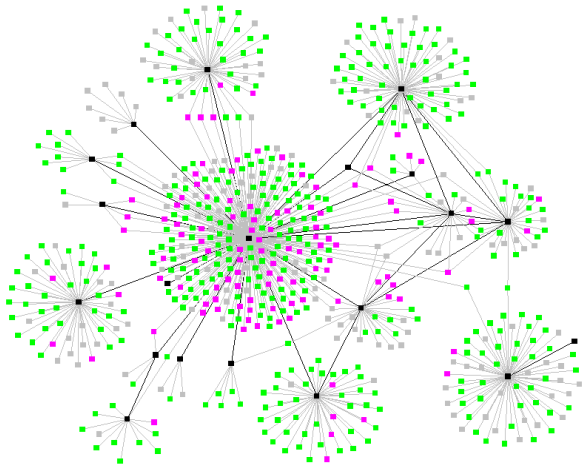


Knowledge Management (KM)
Virtual Work Environments (VWE)

Why care about KM and VWE?

- The strategy of military operations is shifting as is the world
  - “The World is Flat”
  - “Starfish and the Spider”
  - “Power to the Edge: Command and Control in the Information Age” (Assistant Secretary of Defense (NII))

The Shift

- Traditional Napoleonic thinking
  - "Only purpose of KM is to improve key information to the General – senior decision maker"
- Alternative thinking
  - CIA evaluation of operations prior to 9/11.
    - Beat Cops need KM more than the Chief of Police
  - General Krulak Late 90s – "Strategic Corporal" and the "3-block war"
  - General Mattis 2004 "Distributed Operations"
  - Current thinking 2007 "Enhanced Company Operations"
  - Way-Ahead 2009"Enhanced MAGTF Operations"

What VWE is

- Definition of a VWE
  - A secured extranet work environment which houses an organization's operations, information processes, and knowledge infrastructure.
  - It is an adaptable, integrated, shared community workspace where co-located or distributed people can collaborate, work on tasks, and solve problems cooperatively – a KM Environment.
  - It extends operations beyond physical, 'brick and mortar', constraints and is a

Virtual Work Environment

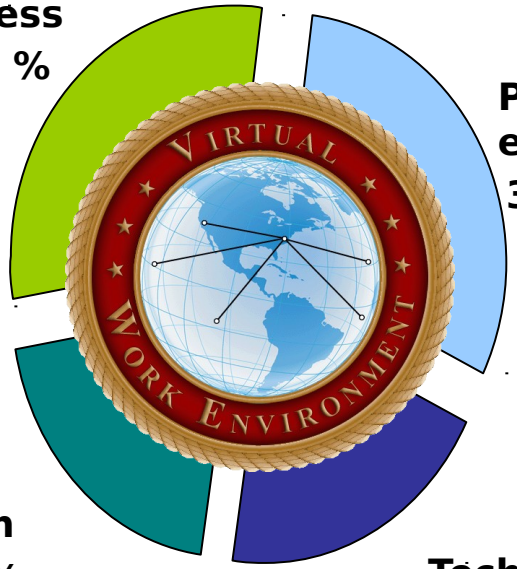
- First Level: An alternative space where Marines, civilians, and support personnel can conduct their normal work assignments.

- Second Level: An alternative space where Commands and subordinate units can conduct and manage their mission goals and objectives.

- Third level: An alternative space to collaborate with other services, and organizations that could contribute to mission success

**“Work is something you do,
Not a place you go.”**

KM and VWE Core Tenets



BP/OA G-3 /IM?

Process % 30

People % 30

KM / COS?

Learning Org. CoP

Training % 20

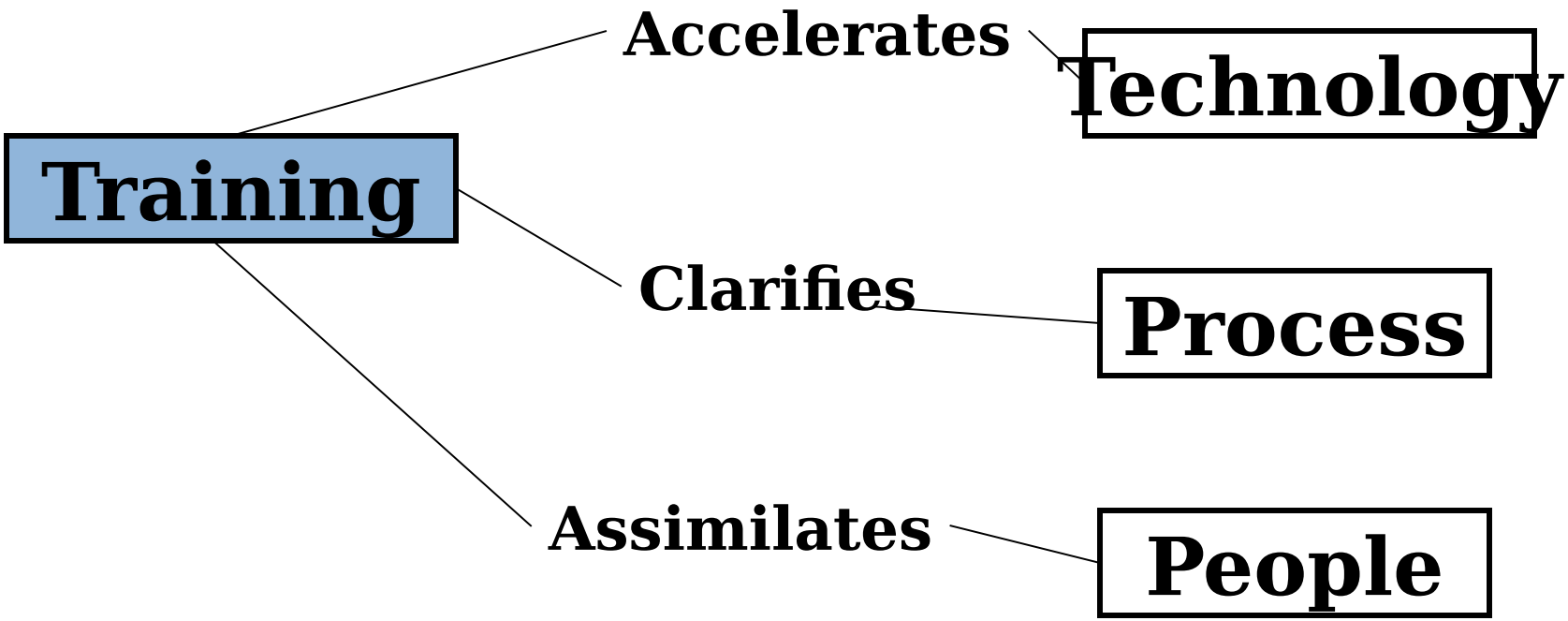
Technology % 20

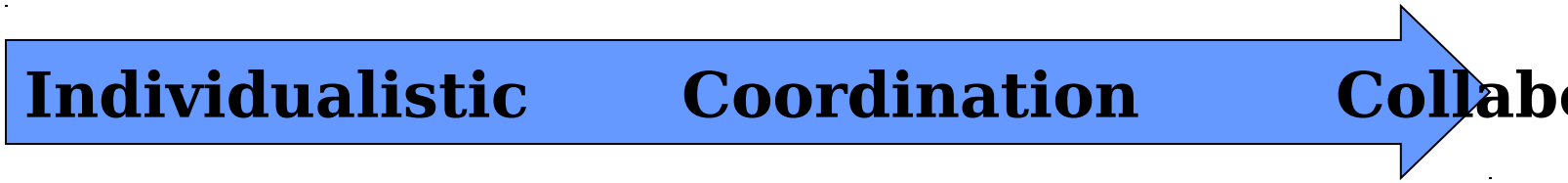
IT / G-6

Built by Marines and Maintained by *Marines*

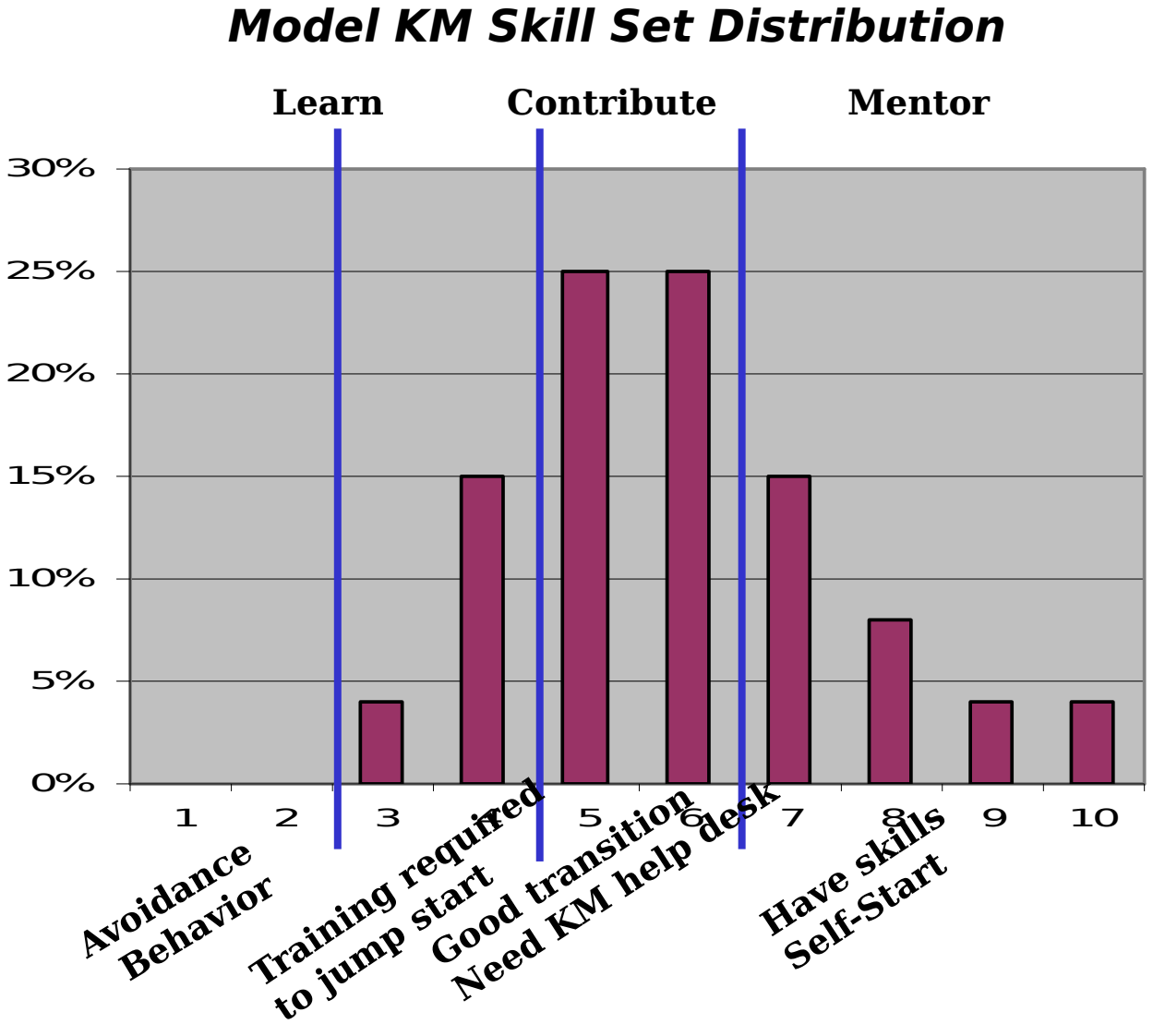
IT = Success	20%
IM = Success	20%
IM+IT = Success	40%
KM+IT = Success	50%

How to Build KM Behaviors





Understand learning & training implications



1	2	3	4	5	6	7	8	9	10
10%	17%	21%	17%	13%	9%	4%	6%	3%	1%
0%	0%	4%	15%	25%	25%	15%	8%	4%	4%

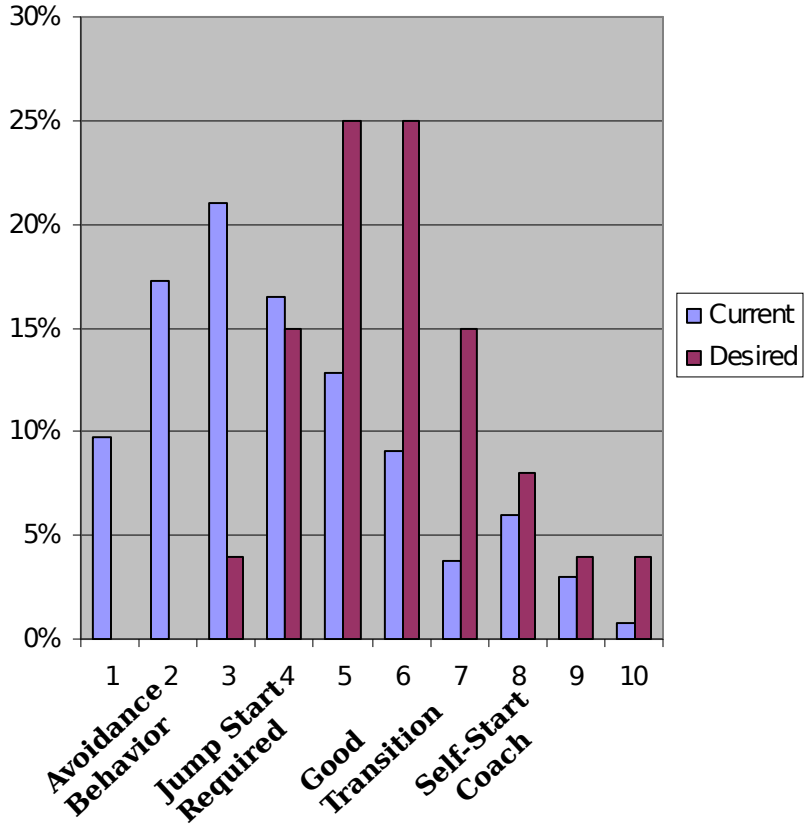
48% **39%** **14%**

XYZ Organization
KM Model Organ.

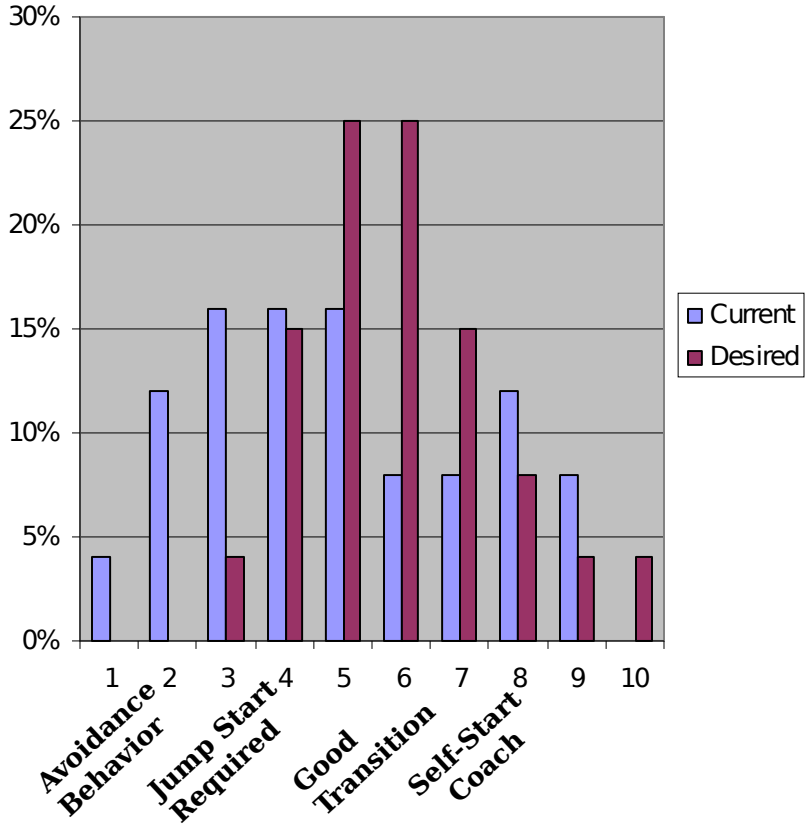
1	2	3	4	5	6	7	8	9	10
4%	12%	16%	16%	16%	8%	8%	12%	8%	0%
0%	0%	4%	15%	25%	25%	15%	8%	4%	4%

32% **40%** **28%**

Organization / Washington



Organization / New Jersey



>16 18.26 24.61 69.92
[mean logins since start of service]

Risks: Counter Offensive

- Those biased by their vision of solution
  - “What is an old Gunfighter like me caring about KM”
  - “I never heard of anyone dying from lack of KM”
- Those that are cynical that this is just another fad (25/50/25)
- Those that do not want more efficient processes

Sabotage Approaches

- Lip Service
- Prolonged argument
- Hijacking
- Scarcity creation
- Direct conflict

"A Multidimensional View of Resistance to Organizational Change"
Szabla, 2007

Training Strategy

- Jump-Start Training
- Create Core Design Team
- Establish KM Facilitators – Tier 1 KM
- Provide Leadership Orientation
- Build Enterprise Central team – Tier 2 KM
- Encourage and Mentor Communities of Practice (CoP)

KMF Roles and Responsibilities

- Role
  - Provide guidance to business unit's leadership on KM solutions for "point of pain"
  - Provide first level "just in time" training to node's members
  - Provide observations / feedback from leadership and members to KMI office for assistance, consideration or enhancements.
  - Senior Node KMF organize that node's KMF infrastructure and career progression for KMFs

KMF Roles and Responsibilities

- Responsibilities
  - Continually learn parts of system, KM practices, etc
  - Keep constant network connection with KMF COP
  - Actively engage in “floor walking”
  - Monitor leadership and members to pro-active encourage and incentivize KM engaging.
  - Build solutions
  - Model and mentor solutions (e.g. Virtual meeting process)

Bottom Line: The Benefits

Army
~~Marine Corps~~ knowledge not scattered, transient, or fragile

- Retain billet level knowledge.
- Assimilate new members quicker – shorten ramp up time
- Reduce panic staff actions to find, package, and disseminate knowledge on request.
- Build operational processes infrastructure which offer real-time reframing, and maintainable by staff – another source of Corporate Knowledge.

Henry Ford: *"If I had asked my customers what they wanted, they'd have asked for a faster horse."*

In the case of a KM / VWE, the difficulty of starting the journey is imagining the right path and desired destination.

Working “Faster”; “Better”; “Cheaper”; and “Smarter”